



Healthier Together Integrated Care System (ICS) monthly update

April 2021



1. Introduction

This monthly report provides an update on ongoing work in relation to the Healthier Together partnership – our Integrated Care System (ICS) for Bristol, North Somerset and South Gloucestershire.

Topics highlighted may vary from month to month. If you would like to receive an update on a specific area of system working, please let us know.

This month's report covers:

- Progress on ICS development
- The Integrated Care Partnership (ICP) Discovery Programme
- Development of the pre-consultation business case for stroke transformation
- Appointment of new ICS Chair and updated system governance structure
- Staff recovery
- Other business

2. Progress on ICS development

In January, we commenced a programme of engagement with Healthier Together partners to inform the next phase of development for BNSSG as an Integrated Care System (ICS). In February and March, we held workshops with the leadership of each of our constituent partner organisations. Through these sessions, we captured feedback on areas of agreement, key questions we need to answer/explore in our ICS development and organisation-specific challenges and considerations. This input is invaluable in informing discussions between the organisations in the Healthier Together partnership about how best to work together for the benefit of the people we serve. Example questions captured through the sessions include:

- How do we build trust across organisations and create a system culture?
- How do we balance our sovereign body duty with system working?
- How do we know that we're doing the right things to serve our population?

As we've been listening to system partners, we are also working with NHS England and Improvement (NHSEI) national and regional teams to incorporate draft guidance into our ICS development plans. Based on what we heard from the workshops with partners and emerging guidance from national and regional teams, we've outlined 12 themes for our ICS development. Next, we will be holding a series of workshops across system partners to discuss key areas of agreement on these themes, including governance, accountability, place-based partnerships, system oversight/assurance, and risk.

This work programme is due to continue through the spring and summer and we are aiming to have agreed a Memorandum of Understanding by September 2021.

3. The Integrated Care Partnership (ICP) Discovery Programme

Integrated care partnerships (ICPs) are localised groups of organisations working together to improve the health and care of our communities.

To help establish ICPs in BNSSG, the Healthier Together partners agreed to create an 'ICP Discovery Programme'. The programme started in late 2020 and brings together commissioners and providers (including the voluntary sector) to discuss and find solutions for how ICPs could work locally.

There is no fixed view on how an ICP should operate. It is likely that each ICP within our area will be slightly different to take account of a range of factors, such as local population make-up and geography. This is something that will be determined through conversations with providers and people who use services.

While ICPs will be unique, they will all have to adhere to the same standards. Each ICP will have collaboration at their heart, with a common purpose to improve the health and care of the local people they serve and to reduce health inequalities.

This will mean a lot more focus on providing integrated health and care services within local communities 24/7 – making use of hospitals only when really needed.

The ICPs will build on the progress made over the last three years in developing integrated care in six BNSSG localities, as illustrated below.

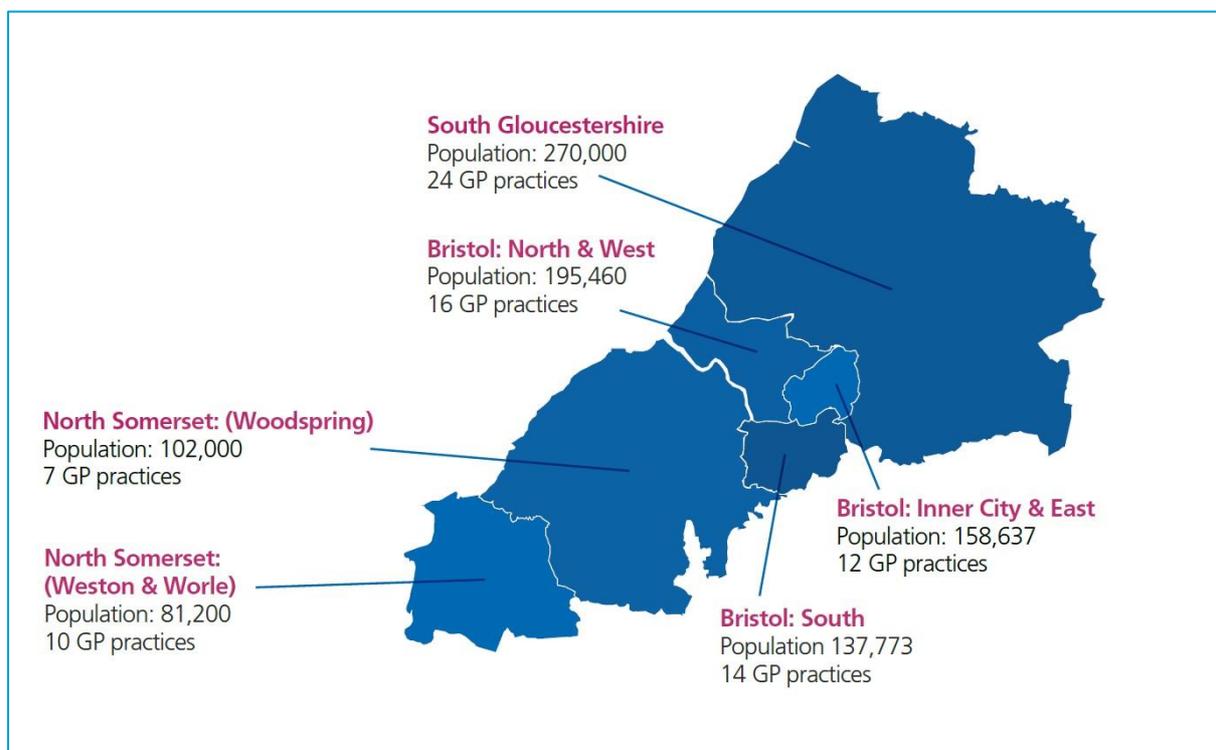


Figure 1: Six localities within BNSSG.

Our immediate focus of work entails colleagues from across the BNSSG area working together to help:

- Develop options around the scope and scale of ICPs.
- Provide examples of how ICPs could work practically, including in the model of care and partnership agreement.
- Develop options for the enabling factors that will be required to make ICPs work – for example data (including needs assessments, equity audits and citizen insights), digital infrastructure, governance and decision-making, and contractual and financial frameworks.
- Enable ICPs to extend the range and depth of services provided to frail and older people and in same day urgent care, and respond to commissioner requirements for a population health model to deliver community mental health services as the next stage in the journey.
- Establish a series of webinars to hear from other health systems, such as Greater Manchester and Alaska who are embedding integration into their systems.
- Progress communications activities to ensure there is wider awareness of the ICP programme, this includes development of a section on the Healthier Together website, FAQs and regular updates via our existing channels.

For any questions relating to the ICP Discovery Programme, please email: bnssg.integratedcarepartnerships@nhs.net.

4. Development of the pre-consultation business case for stroke transformation

It has been a longstanding ambition of the Healthier Together Partnership to improve stroke services and outcomes for everyone in our area.

A refreshed programme was launched in December 2019. One year on, under the governance of the Healthier Together Acute Care Collaboration Steering Group, the BNSSG Stroke Programme now has an agreed system position with regard to the options for reconfiguration and the associated operational and financial impact on all system partners (in sufficient detail for Pre Consultation (Outline) Business Case).

Clinicians of all professions, people with lived-experience of stroke, voluntary sector workers, social care staff, and service managers have been working together to redesign the stroke service provided to people in BNSSG. The outcome of the work is a stroke pathway for local people that is grounded in what matters most to them and what the clinical evidence base records gives the best outcomes.

Full system agreement has now been reached on the proposals for consultation included within this BNSSG Stroke Programme Pre Consultation Business Case. The programme is working closely with NHS England and Improvement to ensure the proposals meet their requirements for assurance. The progress to date, options and timeline for the programme has recently been discussed in detail at the BNSSG Joint Health Overview and Scrutiny Committee (15 March). The details as set out in the JHOSC presentation are available to view on the Healthier Together website: [PowerPoint Presentation \(bnssghealthiertogether.org.uk\)](https://bnssghealthiertogether.org.uk).

Further engagement and scrutiny of the proposals for change will be sought, both leading up to, and as part of, the formal public consultation. This will help to ensure

that service changes and improvements proposed meet the needs of the BNSSG population while also adhering to the extensive assurance and governance requirements.

Proceeding to consultation will require a 'formal decision to consult' to be made by the Clinical Commissioning Group Governing Body.

5. Appointment of new Chair and updated system governance structure

At the most recent Healthier Together Partnership Board, it was agreed that Dr Jeff Farrar, QPM, OStJ, will take on the role as Interim Chair for Healthier Together from the 1 April. The appointment is for a period of six months, supporting us at what is a critical time within our ICS development.

Since 2017 Jeff has been Chair of University Hospitals Bristol and Weston NHS Foundation Trust (UHBW). He is a former Chief Constable having retired from the police service after 35 years in July 2017. His full biography is available to view on the UHBW website: [UHBW NHS - Meet our Board](#).

We have recently created a refreshed overview of the Healthier Together system governance as of March 2021, as set out in the PDF document below. It also provides further details on the scope of Healthier Together system transformation and enabling programmes, including some examples of key achievements and priorities for the coming year.

Please click the PDF link to access the ICS governance structure:



BNSSG HT system
governance_March2021

6. Staff recovery

The Healthier Together Executive Group is sponsoring work to develop a consistent offer to support staff recovery. This work is being led by Janet Rowse as Chair of the Healthier Together steering group with the support of HR Directors. The national planning guidance published on 25 March has since confirmed that support for staff is the first priority for NHS recovery in 2021/22, and that this must be balanced against the need to recover services where capacity has been reduced due to Covid.

Key components of the proposed approach endorsed by the Executive Group include:

- Four principles of recovery:
 - Health and wellbeing
 - Retention

- Leadership
- Supply and demand
- Promoting dialogue as a way of empowering teams to feel control and ownership of their services again, and supporting leaders to create and sustain a culture which supports recovery, including more agile working for staff.
- Key principles for ‘recovery conversations’:
 - Recover – supporting people in whatever way is right for them
 - Reconnect – enabling home workers and staff under pressure to reconnect with colleagues
 - Renew – learn from Covid to continue to build system working
 - Re-energise – a chance to move on with a clear focus
- Considering the re-establishment of activity through April, May and June, to be reduced over the peak summer months for annual leave of July and August.

7. Other Business

Other business of the Healthier Together Executive Group and Partnership Board in March included:

- System Performance – the Partnership Board received a report on performance during Phase 3 of the system response to Covid-19, which showed that performance against has held up well despite significant additional pressures from Covid over the winter months.
- Financial planning – agreement on approach to system financial planning and delegated authority between the Executive Group to Directors of Finance.
- Community Mental Health Framework – BNSSG submission to NHSEI setting out current thinking for the direction of travel for the programme, ahead of the specification that is due to be approved by end of April.
- Community Diagnostics Hub – The Executive Group confirmed support for appraisal of options to bid for additional capital from the NHSEI South West region to invest in increasing community diagnostics capacity.

The Healthier Together Office – If you have any questions or would like to see a specific topic covered in the next update, please contact bnssg.healthier.together@nhs.net.